

**QUARTERLY PERFORMANCE REPORT**

**2020/21 ANNUAL PERFORMANCE PLAN (APP)**

**FIRST QUARTER**

**01 APRIL – 30 JUNE 2020**

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# PURPOSE

To provide an overview of the Department of Communications and Digital Technologies (DCDT)’s performance against the 2020/21 First Quarterly targets, as reflected in the 2020/21 Annual Performance Plan (APP). The performance report therefore covers the 2020/21 First Quarter, (01 April 2020 to 30 June 2020).

# OVERVIEW

This report depicts the overall organisational performance for the first quarter of the 2020/21 financial year (01 April 2020 to 30 June 2020) through the use of dashboards and graphs. The report goes further to highlight the actual achievement against the planned quarterly targets for the first quarter of the 2020/21 financial year as reflected in the 2020/21 APP. The report also provides challenges and corrective actions where a target is not fully achieved.

# OVERALL ORGANISATIONAL PERFORMANCE AGAINST ANNUAL PERFORMANCE PLAN Q1 TARGETS

**Table 1** below depicts summarised information of the performance of all Departmental Programmes with regards to the status of planned targets for the reporting period. This information translates into the overall organisational performance.

**Table 1: Individual Programme Performance in Quarter 1 against APP targets**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Programme | Total APP Targets | Achieved  |  Partial Achieved  | Not Achieved  | % Achieved  |
| Administration | 4 | 1 | 0 | 3 | **25%** |
| ICT International Relations and Affairs | 5 | 4 | 1 | 0 | **80%** |
| ICT Policy Development and Research | 5 | 2 | 1 | 2 | **40%** |
| ICT Enterprise and Public Entity Oversight | 6 | 0 | 0 | 6 | **0%** |
| ICT Infrastructure Development and Support | 6 | 2 | 2 | 2 | **33%** |
| ICT Information Society and Capacity Development | 5 | 5 | 0 | 0 | **100%** |
| Total  | **31** | **14** | **4** | **13** | **45%** |

As per **Figure 1 and 2** below, the Department committed to achieving **31 (thirty one)** Annual Performance Plan (APP) quarterly targets by the end of Quarter 1 (01 April 2020 - 30 June 2020) of the 2020/21 financial year. This is a total number of quarter 1 APP targets of all six (6) Programmes of the DCDT. Overall the Department has Achieved 14 (45%) of the APP targets, 4 (13%) were Partially Achieved and 13 (42%) were Not Achieved.

|  |  |
| --- | --- |
| **Figure 1: DCDT 2020/21 Q1 Performance** | **Figure 2: DCDT 2020/21 Q1 Performance** |
|  |  |

**Figure 3** below represents the spread of the total number of **14 (fourteen)** APP targets that were Fully Achieved per Programme and **Figure 4** indicates the targets achieved per Programme in terms of percentage. Although the figure provides an indication of the contributions per Programme towards the achievement of the total number of APP targets for the reporting period, one must bear in mind that the spread of these APP targets per Programme is not equal. This means that, based on priorities for the 01 April 2020 to 30 June 2020 reporting period, the number of APP targets that Programmes were expected to achieve during the reporting period differs.

|  |  |
| --- | --- |
| **Figure 3: Total Number Q1 APP Targets and number of Q1 targets Fully Achieved by programme: 2020/21** | **Figure 4: Percentage achievement in Q1 per programme: 2020/21** |
|  |  |

# DEPARTMENTAL BUDGET EXPENDITURE FOR FIRST QUARTER

As at end of June 2020, the Department spent **R680 862 million**, of which is **21%** of the Annual Budget

**Table 2: Summary of DCDT Expenditure per Programme as at the end of June 2020 of the 2020/21 financial year**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Programme** | **Budget R'000** | **Budget %** | **Projected Budget to 30 June 2020****R'000** | **Expenditure****R'000** | **Variance****R'000** | **Available To Year End****R'000** | **% Spent** |
| **ADMINISTRATION**  | 300 220 | 9% | 74 884 | 48 278 | 26 606 | 251 942 | 16% |
| **ICT INTERNATIONAL RELATIONS AND AFFAIRS** | 60 835 | 2% | 40 134 | 41 132 | (998) | 19 703 | 68% |
| **ICT POLICY DEVELOPMENT AND RESEARCH** | 64 305 | 2% | 12 894 | 8 235 | 4 659 | 56 070 | 13% |
| **ICT ENTERPRISE AND PUBLIC ENTITY OVERSIGHT** | 1 750 178 | 53% | 453 876 | 449 227 | 4 649 | 1 300 951 | 26% |
| **ICT INFRASTRUCTURE DEVELOPMENT & SUPPORT** | 1 045 684 | 32% | 314 264 | 124 224 | 190 040 | 921 460 | 12% |
| **ICT INFORMATION SOCIETY AND CAPACITY DEVELOPMENT** | 61 884 | 2% | 15 218 | 9 766 | 5 452 | 52 118 | 16% |
| **Total** | **3 283 106** | **100%** | **911 270** | **680 862** | **230 408** | **2 602 244** | **21%** |

# PROGRAMME PERFORMANCE AGAINST ANNUAL PERFORMANCE PLAN QUARTER 1 TARGETS

* 1. **PROGRAMME 1: ADMINISTRATION**

Administration programme committed to achieve 4 (four) APP Targets by the end of quarter 1, 01 April 2020 – 30 June 2020. Of these APP targets, 1 (25%) was Fully Achieved and 3 (75%) were Not Achieved. The performance of the Branch is summarised by the graphs and table below.

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| --- | --- |
| **Figure 5: Administration: 2020/21 Q1 Performance** | **Figure 6: Percentage achievement of Administration: Q1 Performance** |
|  |  |

| **PROGRAMME 1: ADMINISTRATION - ANNUAL PERFORMANCE PLAN (APP) FIRST QUARTER TARGETS** |
| --- |
| **FIRST QUARTERLY TARGETS PERFORMANCE: 01 APRIL – 30 JUNE 2020** |
| **Annual Target** | **Quarterly Target** | **Achievements** | **Challenges** | **Corrective Action** | **Status** | **Portfolio of Evidence submitted** |
| Organisational structure, aligned to strategy, revised and approved for implementation | Draft Service Delivery Model developed | A memo requesting the Minister to approve the review of the Organisational Structure was submitted  | * The Minister has requested that the process of reviewing the structure be put on hold as she is in consultation with other Ministers whose departments were affected by the NMOG process on a holistic approach on the matter.
* The Minister further indicated that the results of these consultations will inform the Terms of Reference for the appointment of a Service Provider.
 | The department is currently seeking technical expertise from DPSA. | Not achieved | * Memo to Minister- Review of organisational structure
* Public Service Regulations
* Minister of MPSA
* Amended 2015 Directives on changes to the organisational structure by departments
* Terms of reference for organisational structure
 |
| Workplace Skills Plan (WSP), aligned to DCDT mandate, developed and Implemented | Workplace Skills Plan (WSP), aligned to DCDT mandate, developed and approved | Workplace Skills Plan (WSP) for PSETA and MICT SETA developed, approved and signed off obtained from the DG. | None | None |  Achieved | * Signed authorisation pages for PSETA and MICT SETA.
* Proof of submission to PSETA.
* Acknowledgement letter from MICT SETA – Proof of submission to MICT SETA.
* PSETA WSP and ATR downloaded from the PSETA online system (the MICT SETA has a new system and it was not possible to download the document from their system but see their acknowledgement letter as proof of submission).
 |
| Integrated DCDT Digitisation Strategy developed and implementation of priority interventions monitored | Business needs analysis of the new Department conducted focusing on prioritized interventions | No Achievements | Branch workshops could not be conducted due to lockdown | To conduct workshops in the second Quarter through Ms Teams. | Not Achieved | None |
| Business architecture report developed | No Achievements | Branch workshops could not be conducted due to lockdown | To conduct workshops in the second Quarter through Ms Teams. | Not Achieved | None |

* 1. **PROGRAMME 2: ICT INTERNATIONAL RELATIONS AND AFFAIRS**

ICT International Relations and Affairs programme committed to achieve 5 (five) APP targets by the end of quarter 1, 01 April – 30 June 2020. Of these APP targets, 4 (80%) were Fully Achieved and 1 (20%) was Partially Achieved. The performance of the Branch is summarised by the graphs and table below.

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| --- | --- |
| **Figure 7: ICT International Relations and Affairs: 2020/21 Q1 Performance** |  **Figure 8: Percentage achievement of ICT International Relations and Affairs: 2020/21/ Q1 Performance** |
|  |  |

| **PROGRAMME 2: ICT INTERNATIONAL RELATIONS AND AFFAIRS - ANNUAL PERFORMANCE PLAN (APP) FIRST QUARTER TARGETS** |
| --- |
| **FIRST QUARTERLY TARGETS PERFORMANCE: 01 APRIL – 30 JUNE 2020** |
| **Annual Target** | **Quarterly Target** | **Achievements** | **Challenges** | **Corrective Action** | **Status** | **Portfolio of Evidence submitted** |
| 3 Country Positions developed to support the Digital Economy focused on BRICS, UPU and WTSA | Draft RSA Position for World Telecommunications Standardization (WTSA) Assembly developed | Draft position prepared and key issues identified for engagement  | None  | None  | Achieved  | Draft RSA Position for WTSA |
| Draft RSA Position for BRICS ICT Ministerial Meeting developed | Draft Position developed and circulated for inputs/consultations internally.  | None | None  | Achieved  | Draft RSA Position for BRICS  |
| RSA Position for PAPU-20 developed, approved and advanced | Position developed through engagement with stakeholders.  | PAPU Plenipotentiary Conference which was scheduled for June 2020 has been postponed due to COVID-19 and lockdowns  | Position paper will be advanced when PAPU Plenipotentiary Conference is convened  | Partial Achieved  | RSA Position for PAPU-20 |
| BRICS Institute for Future Networks establishment coordinated | Drafting of a designation of the BRICS Institute for Future Networks facilitate | Legal instrument drafted. Inputs received from MERAKA (CSIR).  | None  | None  | Achieved  | Draft Service Level Agreement with CSIR |
| 2 Partnership agreements, focusing on the Digital Economy, signed, and implementation monitored | Relevant Partners identified | The relevant Partners have been identified.  | None  | None  | Achieved  | Identified Partners document, POE1, 2 and 3 |

* 1. **PROGRAMME 3: ICT POLICY DEVELOPMENT AND RESEARCH**

ICT Policy Development and Research programme committed to achieve 5 (five) APP targets by the end of quarter 1, 01 April 2020 – 30 June 2020. 2 (40%) APP target were Achieved, 1 was Partially Achieved and 2 (40%) were Not Achieved. The performance of the Branch is summarised by the graphs and table below.

|  |  |
| --- | --- |
| **Figure 11: ICT Policy Development and Research 2020/21 Q1 Performance** | **Figure 12: Percentage achievement of ICT Policy Development and Research 2020/21 Q1 Performance** |
|  |  |

| **PROGRAMME 3: ICT POLICY DEVELOPMENT AND RESEARCH - ANNUAL PERFORMANCE PLAN (APP) FIRST QUARTER TARGETS** |
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| **FIRST QUARTERLY TARGETS PERFORMANCE: 01 APRIL – 30 JUNE 2020** |
| **Annual Target** | **Quarterly Target** | **Achievements** | **Challenges** | **Corrective Action** | **Status** | **Portfolio of Evidence submitted** |
| South African Broadcasting Corporation SOC Ltd Bill submitted to Cabinet for approval to introduce to Parliament | Public consultation conducted on draft South African Broadcasting Corporation SOC Ltd Bill | None | The Bill was not submitted to Cabinet for public consultation approval | The Bill has been submitted to Ministry for approval to submit to Cabinet for public consultation approval  | Not Achieved | No |
| Data & Cloud Policy submitted to Cabinet for approval | Draft Data & Cloud Policy submitted to Cabinet for public consultations approval | Policy amended with inputs from key stakeholder departments. Draft SEIAS submitted to DPME and feedback received for further amendments. | Key stakeholders did not timeously respond due to COVID-19 lockdown which affected accessibilityDPME also took longer than expected to provide feedback to DCDT on the SEIAS | Cluster and Cabinet submission will be expedited in early August 2020. | Not Achieved  | * Draft Data & Cloud Policy
* Draft SEIAS
 |
| Digital Economy Masterplan developed, and implementation facilitated  | Draft Digital Economy Masterplan developed | Draft Digital Economy Masterplan developed | None | None | Achieved | Draft Digital Economy Master Plan and DDG memo |
| Implementation of PC4IR Report facilitated and monitored | 4IR PMO capacitated to facilitate implementation of PC4IR Report | 4IR PMO capacitated; 6 positions filled.  | Couldn’t fill in the remaining 4 positions due to lack of suitable candidates.  | The 4 remaining positions re-advertised to widen the search. | Partially Achieved  | Letters of appointment for the 6. Copy of the re-advertisement |
| ICT SMME Strategy revised, and its implementation facilitated | Concept document on the market access for local IP & innovation by SMMEs developed | Concept document on the market access for local IP & innovation by SMMEs developed | None | None | Achieved | Concept Document on SMMEs DDG memo |

* 1. **PROGRAMME 4: ICT ENTERPRISE AND PUBLIC ENTITY OVERSIGHT**

ICT Enterprise and Public Entity Oversight Programme committed to achieve 6 (six) APP targets by the end of quarter 1, 01 April 2020 – 30 June 2020. Of these APP targets, all 6 (100%) APP targets were Not Achieved. The performance of the Branch is summarised by the graphs and table below.

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| **Figure 15: ICT Enterprise and Public Entity Oversight: 2020/21 Q1 Performance** | **Figure 16: Percentage Achievement of ICT Enterprise and Public Entity Oversight: 2020/21 Q1 Performance** |
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| **PROGRAMME 4: ICT ENTERPRISE AND PUBLIC ENTITY OVERSIGHT - ANNUAL PERFORMANCE PLAN (APP) FIRST QUARTER TARGETS** |
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| **FIRST QUARTERLY TARGETS PERFORMANCE: 01 APRIL – 30 JUNE 2020** |
| **Annual Target** | **Quarterly Target** | **Achievements** | **Challenges** | **Corrective Action** | **Status** | **Portfolio of Evidence submitted** |
| eService Delivery performance and compliance of SOEs against strategic plans and relevant prescripts monitored | Fourth Quarterly analysis reports of entities for 2019/20 developed and submitted | Quarter 4 analysis reports of entities for 2019/20 developed and submitted | *Inserted by SPM and confirmed by the Internal Audit Unit during the Audit of the Performance information and related evidence:*Evidence submitted did not meet the requirements stipulated in the Proposed Portfolio of Evidence (POEs) for 2020/21 APP Quarter One Targets to Qualify as Fully Achieved – hence target was down-graded to Not Achieved. | Programme Manager to provide evidence that meets the required POES for the APP target | Not Achieved | Yes, however evidence submitted did not meet the following requirements stipulated in the *Proposed Portfolio of Evidence (POEs) for 2020/21 APP Quarter One Targets to Qualify as Fully Achieved* document:* Signed memos by the DDG, related to the analysis of the Quarter 4 Performance Reports of the SOEs.
* Proof of submission of the signed memo/memos to the Office of the DG (e.g. email from the DDG to the DG)
* The evidence was not rectified despite numerous requests (e-mail, telephonic, WhatsApp, etc.)
 |
| Implementation of the Performance Management System for ICASA Councilors facilitated | Signing of Performance Agreements between the Minister and Councilors, facilitated | The Performance Agreements between Minister and ICASA councillors were not signed | The programme of the Portfolio Committee which is required to approve the Performance Management System of ICASA was disrupted due to the COVID-19 outbreak. The Performance Agreements of ICASA Councillors can only be signed once the PMS has been approved the National Assembly.  | The Signing of Performance Agreements will be expedited in the second quarter. | Not Achieved | No |
| Quarterly analysis report on SABC’s implementation of the Turnaround Plan, developed | Quarterly analysis report on SABC’s implementation of the Turnaround Plan developed | Monitoring of the implementation of the turnaround plan was not conducted in the fourth quarter of the 2019/20 financial year  | The Monitoring Task Team of SABC commenced in the first quarter of 2020/21 financial year.  | The first quarterly analysis report will only be submitted in the second quarter  | Not achieved | No  |
| Postbank Bill submitted to Parliament | Public Consultation conducted on the Postbank Bill | Public consultation did not take place as planned; however, the Postbank Bill was submitted and to Cluster. | Due to COVID-19 lockdown, Cluster Meetings did not take place as planned which delayed the submission of the Bill to Cabinet for public consultation approval – hence public consultation was delayed. | Cabinet approval for public consultation will be expedited in Q2 – after which public consultation will be conducted. | Not Achieved | Cluster Memo |
| State ICT Infrastructure Company Bill submitted to Parliament | Business Case for the State ICT Infrastructure Company Bill submitted for approval | Not Achieved, the draft Business Case to be finalised in order to comply with the guidelines from DPSA and Treasury | Draft Business Case for the State ICT Infrastructure Company is available but still to be finalised in order to comply with DPSA and National Treasury Guidelines | We have solicited the services of GTAC to help with the review and finalisation of the Business Case for the State ICT Infrastructure Company. This should be completed by end of Q2. | Not Achieved | No |
| State IT Company Bill submitted to Parliament | Business Case for the State IT Company Bill submitted for approval | Not Achieved, the draft Business Case to be finalised in order to comply with the guidelines from DPSA and Treasury | Draft Business Case for the State IT Company is available but still to be finalised in order to comply with DPSA and National Treasury Guidelines | We have solicited the services of GTAC to help with the review and finalisation of the Business Case for the State IT Company. This should be completed by end of Q2. | Not Achieved | No |

* 1. **PROGRAMME 5: ICT INFRASTRUCTURE SUPPORT BRANCH**

ICT Infrastructure Support Programme committed to achieve 6 (six) APP targets by the end of quarter 1, 01 April 2020 – 30 June 2020. Of these APP targets, 2 (33,3%) were Achieved, 2 (33,3%) were Partially Achieved and 2 (33,3%) were Not Achieved. The performance of the Branch is summarised by the graphs and table below.

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| --- | --- |
| **Figure 17: ICT Infrastructure Support: 2020/21 Q1 Performance** | **Figure 18: Percentage achievement of ICT Infrastructure Support: 2020/21 Q1 Performance** |
|  |  |

| **PROGRAMME 5: ICT INFRASTRUCTURE DEVELOPMENT & SUPPORT - ANNUAL PERFORMANCE PLAN (APP) FIRST QUARTER TARGETS** |
| --- |
| **FIRST QUARTERLY TARGETS PERFORMANCE: 01 APRIL – 30 JUNE 2020** |
| **Annual Target** | **Quarterly Target** | **Achievements** | **Challenges** | **Corrective Action** | **Status** | **Portfolio of Evidence submitted** |
| National Radio Frequency Plan revised in line with WRC-19 Outcomes | WRC-19 Outcomes report, impacting South Africa, developed and issued to ICASA  | WRC-19 outcomes impacting South Africa have been developed. Submitted to Minister for approval & submission to ICASA for update of the NRFP. | Covid-19 lockdown restrictions delayed the submission of the memo to Minister regarding the issuing the Outcomes Report to ICASA. | The memo was redrafted and submitted to Minister. | Not Achieved | * WRC-19 Outcomes- NRFP updated 30 June
* Minute to Minister-Outcomes of the WRC-19 impacting SA
 |
| Provision of broadband services to 970 connected sites, monitored and sustained | Q4 (2019/20) monitoring report developed on the provision of broadband services to 850 connected sites | * 724 connected sites were monitored.
* Of the outstanding sites 179 had infrastructure completed during Q4(2019/20).
 | * Unreliable power supply at some of the sites.
* Technical challenges (network configurations).
* COVID-19 lockdown down restrictions.
 | Additional technical support has been provided to speed up troubleshooting.  | Partially Achieved | Q4 (2019/20) monitoring report |
| Feasibility study for Phase 2 funding conducted | Appointment and contracting of a service provider | The service provider has been appointed. | None | None | Achieved | Appointment letter (appointment of a service provider for purposes of supporting undertaking a Feasibility Study for SA ConnectPhase 2 |
| Digital Transformation Centre established and operationalised | DTC Agreement finalized and signed by relevant stakeholders | * Host country agreement has been signed.
* Cabinet memo is in the process of being finalised.
* Agreement for the physical hosting of the DTC is being concluded.
 | Achievement of the target is dependent on Cabinet approval for the DTC project. This dependency was not identified when the targets were initially agreed upon, but included during the revision of the APP. | Going forward, the Department will incorporate the process of Cabinet approval – as per the revised APP. The Agreement will be signed by relevant stakeholders post Cabinet approval. | Not Achieved | Draft Innovation Hub-DTPS-TIHMC-Collaboration Agreement |
| 1 additional CSIRT established | Consultations conducted with identified industry sector stakeholders | * Engagements have taken place with the mobile operators in respect of the establishment of a sector CSIRT - Communication Risk Information Centre (COMRIC) - which is in the process of establishing a work stream focused on Cybersecurity and will look at inter alia Cyber incidents response and engaging the Cybersecurity Hub in the sharing of cyber incidents information.
* Operators currently involved are MTN, Vodacom, Telkom, Cell C and Liquid Telecoms.
 | None | None | Achieved | * An email from meeting host informing DCDT official of the intended meeting
* An invitation to an online meeting to discuss the CSIRT and Government’s expectations on collaboration on incidents.
 |
| Draft Policy Direction on 5G Spectrum developed | Analysis of preliminary findings and recommendations conducted | * High-level Analysis of the ICASA 5G study report was done.
* High-level briefing done to Minister.
* Letter to ICASA sent on status of analysis of report.
 | Detailed Analysis not developed. | Detailed analysis to be expedited in Quarter 2. | Partially Achieved | * Minister’s letter to ICASA-5G Report
* ICASA Letter to Minister (5G Spectrum requirements)
* 5G Report analysis feedback email to Ministry
 |

* 1. **PROGRAMME 6: ICT INFORMATION SOCIETY AND CAPACITY DEVELOPMENT**

ICT Information Society and Capacity Development programme committed to achieve 5 (five) APP quarterly targets by the end of quarter 1, 01 April 2020 – 30 June 2020. Of these APP targets, all 5 (100%) were Achieved. The performance of the Branch is summarised by the graphs and table below.

|  |  |
| --- | --- |
| **Figure 13: ICT Information Society and Capacity Development: 2020/21 Q1 Performance** | **Figure 14: Percentage achievement ICT Information Society and Capacity Development: 2020/21 Q1 Performance** |
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| **PROGRAMME 6: ICT INFORMATION SOCIETY AND CAPACITY DEVELOPMENT - ANNUAL PERFORMANCE PLAN (APP) FIRST QUARTER TARGETS** |
| --- |
| **FIRST QUARTERLY TARGETS PERFORMANCE: 01 APRIL – 30 JUNE 2020** |
| **Annual Target** | **Quarterly Target** | **Achievements** | **Challenges** | **Corrective Action** | **Status** | **Portfolio of Evidence submitted** |
| National e-Government Strategy and Roadmap implemented, monitored and reported, towards digitalisation of government services | Monitoring and Reporting Mechanism on the Uploading of e-Services on National e-Services Portal, in collaboration with SITA, developed | Had engagements with SITA & DPSA to align the implementation of e-Govt roadmap implementation in which e-Services portal is one of the deliverables. DCDT drafted the e-Services portal concept document as well as Governance structure for the implementation which provide details the mechanism of monitoring and reporting of uploading of e-Services on National e-Services Portal.  | None | None | Achieved.  | * SITA presentation of current e-Services analysis document,
* e-Services Concept document &
* Governance structure are attached.
 |
| Implementation of the Digital and Future Skills Programme, in line with National Digital and Future Skills Strategy, facilitated and monitored | Draft Digital and Future Skills Programme developed | Draft Digital and Future Skills Implementation Programme plan, to be consulted with stakeholders developed. | None | None | Achieved | * Draft Digital and Future Skills Implementation Programme plan.
 |
| Training Programme on AI related skills, focusing on the youth, developed and implemented | Training assessment workshop conducted with relevant stakeholders | A 2 day webcast training assessment work was conducted on 22-23 June 2020 with relevant stakeholders. | None | None | Achieved | * Workshop report indicating stakeholders and focus areas.
 |
| Blueprint for Digital Technology diffusion developed | Letter of Intent with Smart City Alliance in collaboration with GIZ as a stakeholder signed | The letters related to Smart City Alliance were signed by relevant stakeholders | None | None | Achieved  | * Signed letter to Smart Africa
* Signed letter from Smart Africa
 |
| Integrated Digital Economy and Society Indicator Model developed | Framework for the Integrated Digital Economy and Society Indicator Model developed | Framework for the Integrated Digital Economy and Society Indicator Model developed  | None | None | Achieved  | * Framework for integrated Digital Economy and Society indicator Model developed
 |